Approved For Release 2007/11/01 : CIA-RDP85B01152R000200250009-2

TRANSMITTAL SLIP | 10/. 183

TO: DDI Registry

ROOM NO.	BUILDING

REMARKS:

Would you please attach a copy of the Routing Sheet with Mr. Gates' comments & return to DDA Registry.

Thank you,

STAT

(NO COMMENTS)

FROM: DDA Registry

ROOM NO.	BUILDING	EXTENSION
7D18	Hdqs.	

STAT

FORM NO. 1 FEB 55 **241** REPLACES FORM 36-8 WHICH MAY BE USED. (47)

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TRANSMITTAL SLIP

TO: DDA		
ROOM NO. 7D18	**BUILDING** Hdqs	
REMARKS:		
FROM:		
ROOM NO.	**BUILDING**	**EXTENSION**

FORM NO. 1 FEB 55 241 REPLACES FORM 36-8 WHICH MAY BE USED. (47)

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DD/A Registry
83-4650

OTE 83-6825

7433/83/1

24 October 1983

18-1

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence
Executive Director
Deputy Director for Intelligence
Deputy Director for Administration
Director of Training and Education

FROM: [redacted] 25X1
Analysis Training Branch, Office of Training and Education

SUBJECT: Intelligence Successes and Failures (ISF): Status Report on Syllabus & Reading List

REFERENCE: Your Memorandum to the D/OTE, dated 7 April 1982, Subject: Training in Intelligence Analysis

83-4650

1. This memorandum is in response to your request for a status report on plans for a course for analysts on the lessons of intelligence successes and failures. I welcome the opportunity to solicit your suggestions for shaping the syllabus and reading list to support the objectives you had in mind in your memorandum to Director of Training and Education of 7 April 1982 recommending such a course. I have already discussed goals and general approaches with the Deputy Director for Intelligence, the Senior Review Panel, and the Product Evaluation Staff, as well as with other interested parties in the DI and in the Office of Training and Education (OTE).

2. The primary objective of the course, as I read your memorandum, is to use the CIA record to illuminate the causes of failure and the requirements for success--in a way that motivates analysts to improve their on-the-job performance. In other words, the course will elicit from the record (e.g., from " bad estimates and good estimates") the changes in attitudes and practices that will prepare analysts to deal more effectively with tough intelligence problems, especially anticipation of military attack, revolutionary overthrow of key regimes, and sharp shifts in policy by present and potential adversaries.

25X1

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SUBJECT: Intelligence Successes and Failures (ISF): Status Report on Syllabus & Reading List

3. The Tentative Syllabus for Intelligence Successes and Failures (ISF) contains a list of specific course objectives and sketches out 36 hours of seminars, exercises, and guest speakers to illustrate the planned thrust of the course (Attachment A).

4. The selection of reading materials for ISF is still in an early stage. The annotated preliminary list of case studies and commentaries by veteran practitioners and outside critics provides a general view of the range of materials under consideration for the course (Attachment B).

5. Subject to final approval, I plan to offer the course in January and April 1984--to test its effectiveness in achieving your objectives. In response to the DDI's recommendation, I am also incorporating the essence of ISF, as a two-hour unit, in other OTE courses. This already has been done for the current running of the Analysis Training Course (DI Career Trainees), the New Analyst Course (recently-hired DI analysts), and Introduction to the DI (DO Career Trainees). Additionally, I will, in May 1984, prepare a memorandum for you and the DDI on the implications for management and training of my research findings and instructional experience regarding intelligence successes and failures. The final goal is to fine tune the ISF course and the two-hour unit for regular presentation by OTE starting in July 1984.

[redacted] 25X1

Attachments:
As Stated

DDA/OTE/IT/ATB [redacted] (24Oct83) 25X1

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